

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2017/2018

TKM3151 – KNOWLEDGE MANAGEMENT
(All sections / Groups)

30 MAY 2018
9.00 a.m. -11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This examination paper consists of 4 pages including cover page.
2. Answer **ALL FIVE** questions.
3. All questions carry equal marks and the distribution of the marks for each question is given.
4. Write all your answers in the Answer Booklet.

Attempt ALL questions.

QUESTION 1 [10 marks]

- a) Describe the role of knowledge management in an organisation such as Multimedia University. [5 marks]
- b) Describe the role of Communities of Practice (CoPs) in a learning organisation. [2 marks]
- c) The effectiveness of knowledge management implementation may be influenced by knowledge hoarders and knowledge sharers within an organisation. Define the term knowledge hoarder and knowledge sharer. State **ONE** way which is possible to turn a knowledge hoarder into a knowledge sharer. [3 marks]

QUESTION 2 [10 marks]

- a) There are four major phases in Wiig's KM Life Cycle. Briefly explain the **FOUR (4)** phases. [4 marks]
- b) Figure 1 shows the Nonaka and Takeuchi Knowledge Spiral Model. Based on the figure, explain how organizational knowledge is created. [2 marks]

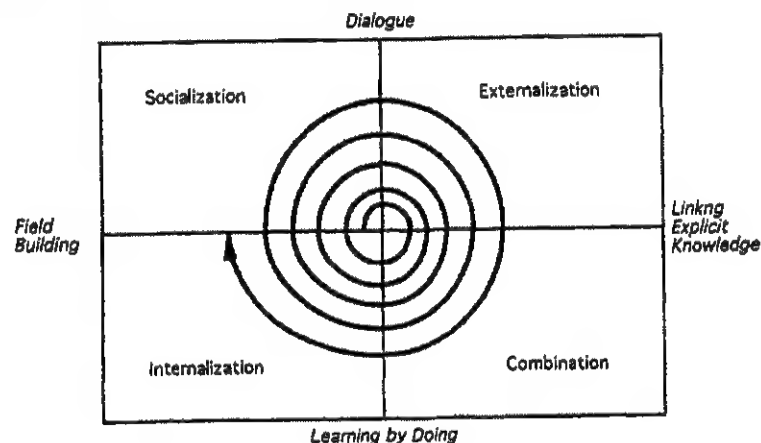


Figure 1: Nonaka and Takeuchi Knowledge Spiral Model

- c) The structured interviewing process is primarily people-focused. Reflective listening is therefore important to ensure that the interactions can greatly contribute to the successful outcome of the interview sessions. Four major techniques used in reflective listening include: paraphrasing, clarifying, summarizing, and reflecting feelings. Briefly explain why these techniques are important to knowledge acquisition. [4 marks]

Continued.....

QUESTION 3 [10 marks]

- a) Explain the **FOUR (4)** dimensions of Myers-Briggs Type Indicator (MBTI). [4 marks]
- b) Define collaboration technologies. [1 mark]
- c) Assuming you are the *Information Technology Manager* of a company.
- i. Explain the criteria used to determine the best means of groupware technologies based on time and place. [2 marks]
- ii. You are required to group the classification groupware technologies based on your answer for question c(i). How would you present the groupware technologies? [3 marks]

QUESTION 4 [10 marks]

- a) You have been appointed as the Knowledge Champion of your company. Demonstrate **TWO (2)** ways you would act to promote knowledge sharing culture in your company. [2 marks]
- b) Explain "*balancing loop*". Give an example in a diagram. [4 marks]
- c) Imagine you are trying to identify what impact knowledge management has had on a project team's attitudes and behaviours in relation to knowledge sharing. Outline how you would respond to the following questions:
- i. What should be measured? [1 mark]
- ii. Who should contribute to the evaluation? [1 mark]
- iii. How should the evaluation be conducted? [1 mark]
- iv. How will the results be used? [1 mark]

Continued.....

QUESTION 5 [10 marks]

- a) Kentucky Fried Chicken is a well-known franchiser in Malaysia. How can interaction across all franchise members be supported to encourage a knowledge sharing culture? [3 marks]
- b) Germium Sdn. Bhd. is looking for a suitable candidate to fill up the post of a chief knowledge officer in the company. Prepare a brief write-up of a Chief Knowledge Officer role to be included in the job advertisement. [3 marks]
- c) You have been contacted by Germium Sdn. Bhd. regarding your job application as the Chief Knowledge Officer. Prepare a brief plan to initiate a knowledge management program in the company once your application is successful. [4 marks]

End of Paper